

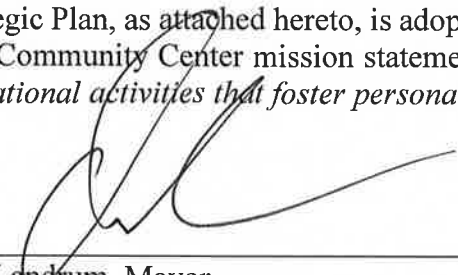
RESOLUTION NO.: 2019-44

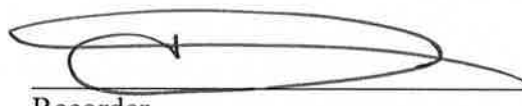
A RESOLUTION ADOPTING THE 2019 REVISED STRATEGIC PLAN FOR
THE MOUNTAIN ARTS COMMUNITY CENTER.

WHEREAS, the staff and Board of the Mountain Arts Community Center (MACC) have compiled an updated strategic plan; and

WHEREAS, in the capacity of advisory board to the Signal Mountain Town Council, the MACC Board has recommended adoption of the 2019 Mountain Arts Community Center Revised Strategic Plan;

NOW THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF SIGNAL MOUNTAIN, TENNESSEE, that the Mountain Arts Community Center Revised Strategic Plan, as attached hereto, is adopted as a guide to assist in the fulfillment of the Mountain Arts Community Center mission statement: *To provide and facilitate artistic, cultural, civic and educational activities that foster personal growth and benefit the community.*



Dan Landrum, Mayor

Recorder

8-26-19

Date

8-26-19

Date

Mountain Arts Community Center
Revised Strategic Plan
Signal Mountain, TN
July 31, 2019

The Mountain Arts Community Center (MACC) Board of Directors met on three occasions for revising the Strategic Plan, which was last revised in 2014. The meetings were held at the MACC on April 30, and June 20, 2019. In attendance at one or both meetings were Chairman Becky Pope, Vice-chairman Ellis Gardner, Secretary Angie Landrum, Treasurer Sally Halloran, Town Council Liaison Susannah Murdock and members Ryan Walker, Rob Inman and Seth Graham. On June 25, 2019, a review of the meetings at our regular board meeting led to further discussion resulting in the document below.

Mission Statement

The Mission Statement was displayed at both meetings, as set forth by Town Ordinance. The Mission is as follows:

"To provide and facilitate artistic, cultural, civic and educational activities that foster personal growth and benefit the community."

Background and Overview

First, it is important to outline and understand recent events that have had an effect on the changes from our past 2014 strategic plan and what we would like to do going forward.

Our mission has not changed. The MACC will always continue to be a source of artistic, cultural, civic and educational activities for the growth and benefit of the Signal Mountain community. Recent challenges with the continued need for maintenance and repair to the building in which it is housed has caused a shift in the order of the MACC's primary strategic goals, but it has not changed the basic objectives of our mission. Regardless of any roadblocks that it encounters as a result of building closure and repair, the MACC remains the hub for various community meetings and arts classes. With such momentum, even in times of partial building closure, the future is bright for the further establishment of the MACC in the lives of the residents Signal Mountain and surrounding regions.

The MACC is now on the cusp of something big. The on-going repair and renovation of the building is due to the continued support of our Signal Mountain Town Council, our dedicated MACC board members, past and present, our hard-working director, staff and teachers, our devoted volunteers, our generous donors, and the tireless hard work and dedication of the Signal Mountain Elementary Preservation Fund group. When everyone comes together, amazing things can happen. Yet, as this document is written, we are still hoping for the completion of our auditorium, the progression of more renovations, and, ultimately, the Certificate of Occupancy for the building. First and foremost, the building in which the MACC is housed must be brought up to code. With the assumption of these basic accomplishments, we will be on track to go forth and achieve our goals.

Vision

In the past several years, the MACC has continually been faced with obstacles regarding the building in which it is housed. Our desire is to overcome these obstacles, renovate our beloved historical Signal Mountain Grammar School and get to a point where we can fully concentrate on the values stated in our mission.

As outlined in the strategic goals below, we hope the MACC will become a source of pride for Signal Mountain residents and a place of historical and cultural recognition for the community. We endeavor to create a place where all aspects of programming and physical space will be part of one's life-long learning and will create connections with one's self and others.

Five-Year Strategic Goals

Many of our new goals reflect those of our past strategic plans. To avoid confusion regarding the goals of the past MACC Strategic Plans of 2012 and 2014, those documents are attached behind this new document for reference.

I. Create a Facilities Plan and improve the physical building and grounds.

We must take a pro-active approach to building maintenance instead of a reactive approach. Otherwise, as we have learned, we will be in a constant state of catch-up and will not be able to grow to our full potential as a community art center.

- a. A facilities committee will be established to write a new Facilities Plan, detailing needed maintenance, improvements, and additions.
- b. There will be a climate control system where window A/C and radiators are no longer needed throughout the building.
- c. Outdoor spaces will be improved, having grounds open for play and recreation while promoting art, including having a playground installed, clearing trails through woods with stops for exercise, sculptures, and a pretty courtyard, designed and implemented by the Signal Mountain Garden Club.
- d. There will be better utilization of the kitchen, so that a wider variety of usage, including events and rentals, can be implemented.

II. Grow to the full and complete usage of the entire building at all times.

Assuming the renovation and completion of the MACC building, where it is up to code and granted a Certificate of Occupancy, the goal is to reestablish the use of every part of the facility and grounds to maximum usage.

- a. Regular use of the auditorium will be reestablished, with a constant schedule of music performances and recitals, plays, rehearsals, meetings, movies and regular community events.
- b. A full and varied schedule of regular classes and meetings will result in the building being fully occupied all through the weekdays and on Saturdays.
- c. An increase in the diversity of talent and instruction will result in a wider variety of class offerings.
- d. Use of the building for private events will result in additional rental income.

III. Become established as the gathering point for all arts.

The MACC will be recognized as a community for artists, where they can grow and where others can learn and become artists themselves. It is a place where people of all ages can come to learn new skills, discover and/or develop their talents, and share them with others.

- a. The MACC will continue to provide classes for students, young and old, in music, visual arts, dance and movement, and theater arts.
- b. The MACC will seek to nurture amateur artists.
- c. Regular gallery showings will continue in Gallery 5 and throughout hallways.
- d. Regular concert series and theater performances will draw diverse audiences.
- e. Camps and programs will be offered for the purpose of educating youth and developing an appreciation for the arts, as well as for fun.
- f. Outdoor spaces and gardens will be created for the purpose of play, movement, inspiration, and events.
- g. Lounge/waiting areas will be created that encourage connections and inspire.

IV. Become a destination for locals and tourists seeking historical, cultural and artistic awareness.

The MACC is the oldest public building in the Town of Signal Mountain and should be recognized for its historical significance as well as its value as a community arts center.

- a. The MACC will be established as a destination for tourists to our region, starting with assistance of the Tennessee Visitor's Bureau to identify the MACC and what it offers our community and those visiting it.
- b. A Signal Mountain Visitor's Center will be created in the front office, offering gifts and souvenirs, maps of hiking trails, Old Town and Signal Mountain Grammar school info, and information about upcoming classes and events.
- c. A rotating exhibit of historical items from the History House/Historical Society will be displayed as part of the visitor experience:

V. Increase awareness and patronage of the MACC, making it a household name.

Due to the recent partial closure of the building, there has been a drop in awareness of what the MACC can offer our small town community. We endeavor to regain the public awareness we once had and then surpass that, creating a meaningful relationship between the MACC and the citizens it serves.

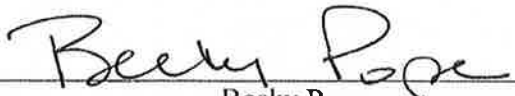
- a. Stronger publicity of the MACC offerings and events through usage of print, broadcast, and social media will be implemented.
- b. Town Council will be involved to understand needs and help promote support.
- c. Classes and camps will be promoted for the very young to instill in their hearts an early love for all things MACC.
- d. Usage of the building for school-related activities, such as club meetings and scout meetings will be encouraged.
- e. The MACC will become/maintain itself as the de facto place for Christmas celebrations, like the Town Tree Lighting, the Signal Mountain Playhouse Winter Play Production, and other community events such as fundraisers.
- f. Notices of ways to support the MACC financially will be distributed.

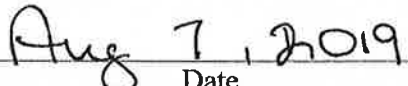
VI. Develop strong support staff and volunteers to help the MACC grow as an organization.

In order to grow as a respected arts center, the MACC will benefit from staff that is trained to schedule, plan, publicize and market programs and events offered.

- a. Staff should be trained to be proficient in marketing, event planning and talent booking.
- b. A volunteer coordinator with volunteer committees should be established, particularly to help with events.
- c. Partnerships will be developed with area schools, including preschools, elementary schools and SMMHS, to help with marketing and communication of MACC offerings and events. Middle and high school students can also be a source of volunteers at events and various programs.
- d. We will reach out to residents of Alexian for their expertise in areas of business development and to help with volunteering and communication of events and programs.
- e. A volunteer IT professional will help us to develop a new website with online scheduling and payment.

I, Becky Pope, Chairman of the MACC Board of Directors, respectfully submit this Mountain Arts Community Center Revised Strategic Plan for approval to the Town Council, hereby affirming that said plan has been approved by majority vote of the MACC Board acting as the Strategic Planning Committee.


Becky Pope


Date